



To: EMU Task Force

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Re: Campaign Plan for Student Referendum

Date: 7/30/2012

## Introduction

### ***General Considerations***

The purpose of this plan is to provide a generalized framework for the campaign operation. The plan is intended to act as a grounding tool to ensure that all phases of operations are conducted in a manner focused on winning and keeping the core message of the overall campaign untarnished. In that sense, it should be viewed as a statement of core principles and ideals with regard to the key components and phases of the overall campaign. In short, this plan applies the best practices of ballot initiative and referenda strategy to the goals of garnering significant student support for renovating the Erb Memorial Union.

## Strategic Assumptions

### ***Winning***

The unifying theme to this plan and all the work to follow is winning.

The process forward must be about gaining the 50% + 1 votes necessary to realize the renovation of the student union. Deviation from a solitary vision of winning will almost certainly yield the opposite outcome. This many seem obvious, but the question we must continually ask ourselves as we make campaign decisions in the coming months: how will this help us win?

**Our goal  
must be  
to WIN.**

### ***Coalition Building***

**Coalition  
building is  
critical.**

There are only rare instances when a referendum will succeed without the support of a broad coalition of organizations and individuals. The past failures of this campaign demand that we seek to build the broadest and strongest possible unified web of individuals, organizations, and opinion-leaders on campus in order to overcome the challenges that will be thrown our way and reach the goal of victory on Election Day.

It is with the following objectives in mind that existing pro-renovation groups should be mobilized:

- Student organization and outreach;
- Mobilization and unification of existent base supporters

- Expanding campus organizational support to provide validators for student outreach efforts;
- Public speaking and earned media; and
- Other campaign functions and roles that require mobilizing and energizing large numbers of supporters through direct contact methods.

### ***Timing***

To allow the maximum amount of time to persuade the student body to vote in support of the referendum, RBI agrees with the Task Force that voting should occur across three to four days leading up to October 18, 2012. The visibility of Duck/ASU football event will help encourage voter turnout in the latter parts of the week.

**The timing is  
right to  
proceed for  
10/18**

### **The Numbers Game**

Based on previous student referenda, 3000 “Yes” votes will be needed to pass the referendum.

To the extent possible, it is essential that every vote be counted so the campaign can quantify its progress over the next 12 weeks to reach the 3000-vote goal. Every Task Force member should maintain a database made up of the lists of individuals their deputies and captains have spoken with and a 5-point rating of support (1= Def. no, 5=Def. yes.) This should then be fed into a master database kept by the Task Force leaders so they can track progress towards the win number totaling 50%+1 vote. In the table below, note that the first set of voter goals is essentially identifying the 1000 people who already support the referendum.

How we get there:

Proposed Voter Outreach Goals	
Week:	# of Votes:
Now - September 17	1000
September 17 – 23 (Week of Welcome)	500
September 24 – September 30	500
October 1 – 8	500
October 9 – 14	300
October 14-18	200
<b>TOTAL</b>	<b>3000</b>

## Message Development

ALL communications from the campaign MUST focus on this simple message.

*Renovating the Erb Student Union is an opportunity for students to invest in the legacy of the University of Oregon, to benefit student resources, to provide a source of pride on campus, – and compared with other PAC12 schools – all while improving the building’s sustainability.*

## Key Contrasts

The following message box lays out the preliminary contrasts to consider and anticipate in the campaign.

<u>What We Say About Ourselves</u> <ul style="list-style-type: none"><li>• Making EMU what it should be, a resource we will actually use</li><li>• Change to a better University</li><li>• Creating a resource for building your college life</li><li>• Improving sustainability</li><li>• Meeting PAC 12 standards</li><li>• Keeping up with rest of campus</li><li>• Creating legacy and investing in the future of campus</li><li>• Make a difference</li></ul>	<u>What We Say About Opponents</u> <ul style="list-style-type: none"><li>• Narrow-minded</li><li>• Stuck in past</li><li>• Stubborn</li><li>• Politically active and engaged</li><li>• Out of touch, don’t realize the need</li><li>• Their opinions are based in misconceptions and misinformation</li><li>• Don’t care</li></ul>
<u>What Opponents Say About US</u> <ul style="list-style-type: none"><li>• Driven by Administration</li><li>• They assume they know our needs</li><li>• Responsibility is with administration to pay for improvements</li><li>• Overspending</li><li>• Do gooders</li></ul>	<u>What Opponents Say About Themselves</u> <ul style="list-style-type: none"><li>• Paying enough already, can’t afford</li><li>• Don’t use building, why pay?</li><li>• Won’t see end result</li><li>• Breaking tradition</li><li>• Construction interferes with use</li><li>• Voice wasn’t heard/involved in planning</li></ul>

## Slogan

*“Our Legacy. Our Pride. Our Union.*

*Vote YES.”*

## ***Hot Words/Cold Words***

Hot Words	Cold Words
Legacy	Length of bond payments
Pride	Don't speak about opponents
Keeping up with PAC12 and rest of campus	Don't talk about administration support
Benefits students directly	Don't pit classes against each other – this is an investment for all
Fees don't start until 2014	Avoid overpromising
Construction is incremental (parts of EMU always open)	
Student-driven	
Sustainability	

## **Budget**

The overall budget for the campaign will be \$20,000-\$30,000, based on which funding levels the campaign chooses. The detailed budget spreadsheet is attached to this plan as EMU Budget.

## **Paid Communications**

### ***Materials***

The short timeline of the campaign requires a large amount of visibility across campus to make students aware of the campaign as early in the school year as possible. The materials discussed in the workshop, and proposed in the budget, include:

*Drawstring Backpacks, Table and Large Format Banners, Table Tents, Handouts/Flyers, Tabloid and Larger Scale Posters, Door Hangers, T-Shirts, Stickers, and Buttons.*

### ***ODE Advertising***

There are different pricing options the campaign can choose for advertising in the Daily Emerald, but all include ads in the following editions:

- Welcome Back, Law School on August 27
- Back to the Books on September 17

- Week of Welcome – Five daily issues September 24 – 28
- October 1, 4, 8, 11, 15
- A range of online video impressions to run the week leading up to the vote

For the cost amounts and sizes, see the attached ODE Marketing Proposal.

## **Earned Media**

The keys to an effective earned media program are planning, preparation, and tenacious execution. Focused earned media outreach requires extraordinary patience and perseverance in order to get the Oregon Daily Emerald either to support the campaign or at the very least, not to outwardly oppose it.

Messengers will play a very important role in establishing credibility. Every effort should be made to identify messengers whose background and/or expertise are closely aligned with the core messages the campaign is carrying forward. Earned media messengers should be able to speak authoritatively and convincingly on the need for EMU renovation.

The campaign should use the leaders of the Task Force as the authorized spokespeople so that students remain the predominant messengers of the campaign.

## **Grassroots and Coalitions**

Coalition groups, and the Task Force members in charge of outreach, will perform a number of critical tasks throughout the election season and will be the primary components of the field portion of the campaign. Specifically, these groups will be called upon to assist in the following areas:

1. Expansion of the base coalition – too many referenda fail, in part, because they do not develop a broad enough base of support. Existing support groups will play an important role in bringing new organizations into the fold in order to bolster the base;
2. Person-to-person communications play an important, yet often misunderstood, role in promoting issue campaigns. Voters are much more likely to feel secure and positive about supporting the referendum if they have been the target of direct communication on the issue by someone in their social or neighborhood environment.

Additionally, there should be a group of dedicated and campaign trained volunteers whose mission is to immediately counter any misleading or wrong information posted online about the measure. This group must hit back using the same message tool/s used by the opponent to disseminate the falsehoods.

## ***Coalition Development and Mobilization***

One of the key tasks for existing coalition partners is to build upon and expand the scope of the support base for the referendum. This must be an aggressive, focused effort given the timeframe.

Endorsements will be sought and encouraged, providing they further the political goals of the campaign. If a group or entity is inclined to endorse, but also carries a negative public perception, it can negate the value of the endorsement and actually do more harm than good.

The campaign must take an active role in trying to get as much assistance as possible from endorsing organizations and develop a “10-point program” that offers each supporter a menu of ways to help the campaign that matches their interests and abilities.

## ***Surrogate Training***

Both before the start of the school year, with coalition members who are available either in town or by web conference, and after the school year commences, the campaign needs to hold several ‘surrogate trainings’ to ensure that all coalition supporters are comfortable speaking to their members about the message of the campaign. This helps control message consistency and makes sure all people speaking on behalf of the campaign are using the same message. During the Week of Welcome, RBI plans to return to train the trainers in these tactics.

## **Metrics of Success**

In order to help make sure the campaign is able to continually evaluate its own success over the coming weeks, RBI will participate in the weekly Monday Task Force meetings by phone or Skype. Additionally, we will informally check in weekly with the key leadership to make sure nothing is left out and serve as a sounding board. As we get closer to Election Day, we will increase the frequency of check in calls so the campaign can remain agile.

## **Conclusion**

This is a living campaign and, as such, this campaign plan should be viewed as the guiding framework for success, but should also allow for necessary changes that redefine campaign needs.